



# Memphis Police Department Mission and Resource Realignment

Presentation for Memphis City Council  
Public Safety Committee  
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# INTRODUCTION

- Retained by Memphis Shelby Crime Commission per Request of Mayor Wharton, Director Armstrong
- To identify and recommend strategies for adoption
  - to increase efficiency
  - reduce costs
  - while maintaining successful efforts to reduce crime

Final report to be incorporated into Mayor Wharton's budget presentation on April 15



# REPORT METHODOLOGY

## STRATEGIC CITY SOLUTIONS

- REPORTS REVIEWED
  - The PFM Group. 2014. *A Strategic Fiscal and Management Plan for the City of Memphis, FY2015-FY2019* (the “PFM Report”)
  - Police Executive Research Forum. 2013. *Operational Assessment: Memphis Police Department* (the “PERF Report”)
  - Deloitte Consulting, LLP. 2007. *City of Memphis: Efficiency Study Final Report* (the “Deloitte Report”)
- INTERVIEWS & FOCUS GROUPS WITH MPD
- EXTENSIVE BEST PRACTICES RESEARCH



# DEFINING CORE MISSION

- ▣ Adjusting to a “New Normal”
  - Searching for Core Missions
- ▣ City must implement process to define the Police Department’s CORE mission

CITY ADMINISTRATION + CITY COUNCIL +  
POLICE DEPARTMENT + COMMUNITY

- ▣ Core Question: What kind of police department do we want/need/can afford?



# EFFICIENCY/COST SAVINGS RECOMMENDATIONS

Numerous opportunities exist for

- ▣ Improving cost-effectiveness

WHILE

- ▣ Reducing crime

Will require

- ▣ mission and personnel realignment
- ▣ political will & leadership
- ▣ 2-3 years to implement and realize savings



# Reallocate Assets

## REASSIGN FUNCTIONAL RESPONSIBILITY

- Potential FTE Reallocation: 53 officers

### Example:

- ▣ **SCS RECOMMENDATION:** Responsibility for providing custodial security for prisoners being treated at the MED should be assumed by the Shelby County Sheriff's Office.
- ▣ **ESTIMATED IMPACT**

Officer FTE Available for Reassignment	Estimated costs of the current service level
20	\$1,330,580



# Reallocate Assets

## CIVILIANIZATION

### ➤ Potential FTE Reallocation

**DELOITTE RECOMMENDATION:** In general, civilians should fill police department positions unless an affirmative case can be made that sworn officers are needed...

### EXAMPLES:

- ❑ Replace officers with civilians in SOR, PIO, Grants, Accreditation, Crime Scene
  - Requires weighing advantages/disadvantages & costs of civilianization
- ❑ Increase use of contracted retired officers and/or Reserve Officers in Background Unit, Investigation of minor offenses, Quality Assurance
- ❑ New civilian positions: Police Investigative Aide in Bureaus

***BUT: Department and the city MUST resist the temptation to cut civilian employees during periods of fiscal restraint.***





## Reduce the Burden

- ▣ Increases police efficiency and effectiveness by rebalancing officer workload
  - Calls for service vs proactive/community policing
  - Will NOT produce immediate savings but *may in future allow realignment in Uniform Patrol.*
- ▣ EXAMPLES
- ▣ Modifying Responses: 90% effectiveness-67 FTE
  - Modify response to non-injury car accidents
  - Modify response to minor offenses
  - Modify response to “loose dog” calls
  - Reduce false alarm calls – hold alarm companies responsible
- ▣ Change shift schedule- possible 70 officer FTE





# NORMALIZE PROMOTION PROCESS

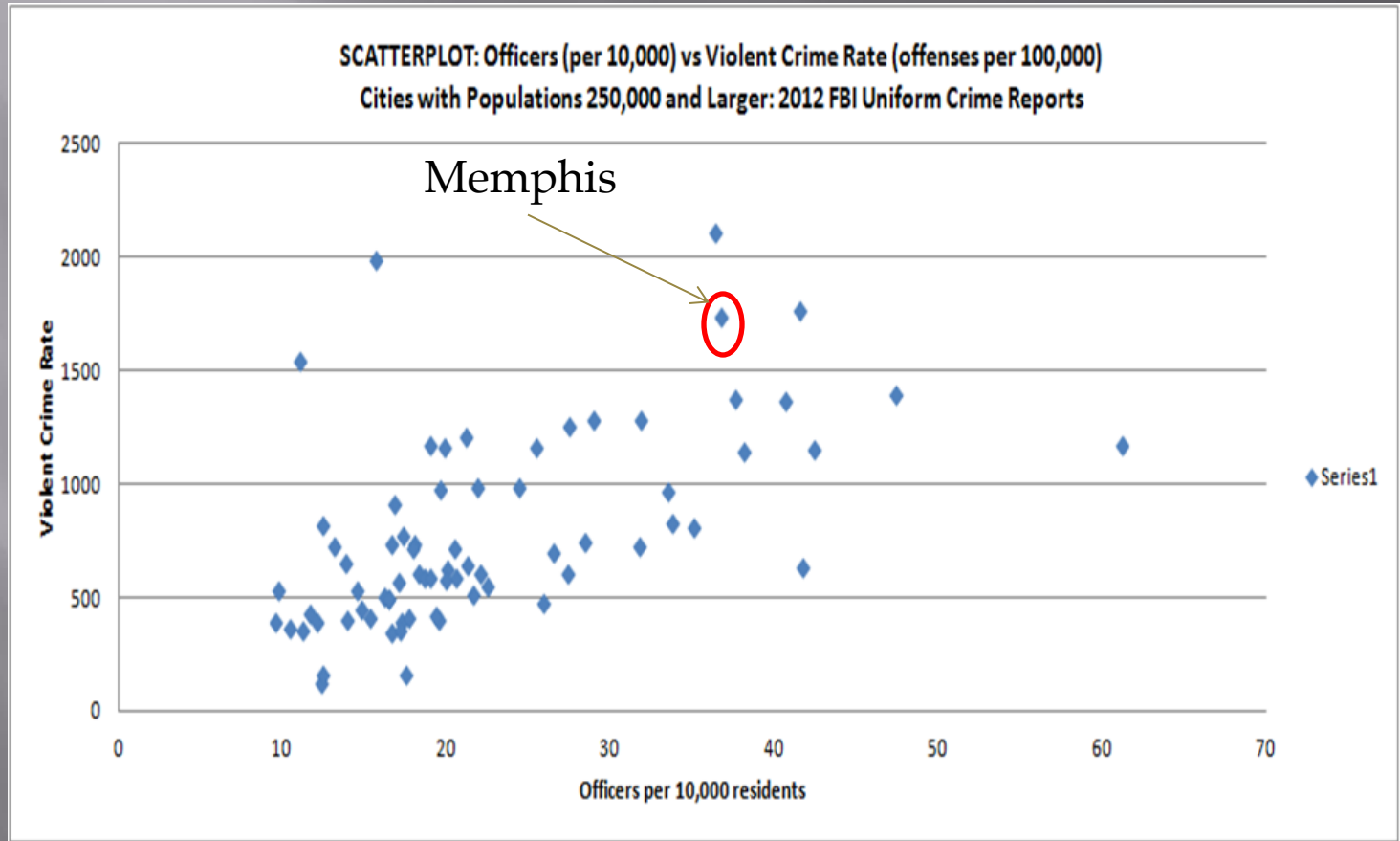
PERF RECOMMENDATION: The Memphis Police Department should be allowed to make promotions to authorized positions without City Council approval.

- ▣ Will reduce overtime and Out-of-Rank Pay
  - 2013 Out-Of-Rank Pay: over \$730,00
- ▣ Will improve quality of supervision
  - Ensure effective pipeline of experienced supervisors
  - In next few years over 50% of Majors and almost all senior commanders will be retiring
- ▣ Will improve morale
- ▣ Avoid future unsustainable testing costs
  - In 2-3 years almost entire MPD complement eligible to apply for promotion



# PROJECTING NECESSARY COMPLEMENT

- 2012 Police Employment Data (not available when PFM report completed)





# MPD complement has NOT been an outlier among cities with similar crime issues

Avg\* Officers/10,000: 36.5

Memphis Officers/10,000: 36.7

CITIES WITH POPULATIONS 250,000 AND ABOVE WITH VIOLENT CRIME RATES AT LEAST +1 STANDARD DEVIATION FROM THE MEAN			
2012 F.B.I. UNIFORM CRIME REPORTS			
Ranked By Sworn Officers per 10,000		Ranked By Violent Crimes per Officer	
CITY	Sworn Officers per 10,000 residents	CITY	Violent Crimes per Officer
Baltimore, MD	47.4	Stockton, CA <sup>2</sup>	14.0
St. Louis, MO	41.5	Oakland, CA <sup>1</sup>	12.7
Atlanta, GA	40.6	Detroit, MI	5.8
Cleveland, OH	37.6	Memphis, TN	4.8
Memphis, TN	36.7	Kansas City, MO	4.6
Detroit, MI	36.3	Buffalo, NY	4.5
Milwaukee, WI	31.8	St. Louis, MO	4.3
Buffalo, NY	28.9	Milwaukee, WI	4.1
Kansas City, MO	27.4	Cleveland, OH	3.7
Oakland, CA <sup>1</sup>	15.7	Atlanta, GA	3.4
Stockton, CA <sup>2</sup>	11.1	Baltimore, MD	3.0
<sup>1</sup> Oakland initiated reductions in police complement through layoffs in 2010 <sup>2</sup> Stockton initiated reductions in police complement through layoffs in 2010			

\*Excluding Oakland & Stockton, CA



# PROJECTING NECESSARY COMPLEMENT

## ▣ PFM Model

PFM assumed 280 officer staffing reduction over 3 years while replacing those officers on a one for one basis with a combination of lower cost civilian clerical employees and PSTs. TARGET STAFFING: 2,280 OFFICERS

## ▣ TODAY'S Actual

- ALREADY DOWN TO 2,282 OFFICERS
- BUT DID NOT REPLACE OFFICERS WITH CIVILIANS

## ▣ IN 3 FISCAL YEARS, WITHOUT NEW RECRUITS, PROJECTED MPD OFFICERS : 2,101 (Reduction of over 13%)

## ▣ OUR ANALYSIS SUGGESTS OPTIMAL COMPLEMENT IS 2,400 UNTIL EFFICIENCIES CAN BE IMPLEMENTED



# A CAUTIONARY TALE

